

CHAPTER 1. HISTORY, PURPOSE, AND ADMINISTRATION

A. The Manual. The Auxiliary Manual promulgates guidance for Auxiliary use by the Coast Guard (CG) and serves as the primary policy guide for every Auxiliarist. As the primary policy reference, the Manual outlines the authority and responsibility for Auxiliary administration and governs the conduct, duties, and responsibilities of all Auxiliarists. This Manual applies when an Auxiliarist is assigned to duty, under orders, in uniform, identified as an Auxiliarist, or performing any duty or function directly related to Auxiliary missions. This Manual is a ready reference to the Auxiliary organization, procedures, and missions. Details on specific Auxiliary programs can be found in specialized CG manuals and guides. In case of conflict between this Manual's provisions and the provisions of any other manual pertaining to the Auxiliary, this Manual governs.

B. Creation of the Auxiliary.

1. History. In 1939, Congress established "*a United States Coast Guard Reserve*" administered by the Commandant and composed of unpaid, volunteer U.S. citizens who owned motorboats or yachts. In 1941, Congress created a military reserve and renamed the original volunteer reserve as the "*Coast Guard Auxiliary*."

2. Purpose.

a. Title 14, United States Code (U.S.C.) contains the laws of a general and permanent nature about the CG. The original 14 U.S.C. 822 stated:

"The purpose of the Auxiliary is to assist the Coast Guard:

- (1) to promote safety and to effect rescues on and over the high seas and on navigable waters;*
- (2) to promote efficiency in the operation of motorboats and yachts;*
- (3) to foster a wider knowledge of, and better compliance with, the laws, rules, and regulations governing the operation of motorboats and yachts;*
- (4) to facilitate other operations of the Coast Guard."*

- b. These aims fell into two major categories stated in a memorandum to Congress accompanying the draft of the proposed bill ultimately enacted as the Act of September 30, 1944, chapter 453, 58 Stat. 759 (1944), as follows:

"The primary purpose of the establishment of the Coast Guard Auxiliary was to indoctrinate all owners and operators of small craft in safety requirements in the operation and navigation of small craft. A secondary purpose of the institution of the Coast Guard Auxiliary was to utilize the Auxiliary craft and personnel, after suitable training and indoctrination, in carrying out certain duties of the CG with particular reference to those concerned with the safety of navigation."

- c. The Auxiliary is a valuable resource in securing the interest of boaters in the CG's boating safety program. Title 14, U.S.C. Section 823 provides the Auxiliary shall be composed of U.S. citizens who own motorboats, yachts, aircraft, or radio stations, or who, because of training or experience, are deemed by the Commandant to be qualified for membership in the Auxiliary. The statement accompanying this legislation indicated the respective roles contemplated for owners of motorboats, yachts, aircraft or radio stations. The statement reflects the distinction which must exist between the preventive and remedial activities of the CG as the premier maritime Federal Government safety agency:

On the preventive side, the CG could better promote safety in operation of small boats if it brings into a voluntary civilian organization persons interested in the safe operation of motorboats and yachts.

- 3. Recent Legislation Affecting the Auxiliary. On October 19, 1996, the CG Authorization Act of 1996 (Public Law No. 104-324, 110 Stat. 3901) was signed into law. This law was the first major legislation affecting the Auxiliary since its establishment in 1939. These amendments to Title 14, U.S.C. made the following major changes to the Auxiliary:

- a. The purpose of the Auxiliary was expanded to read: *"The purpose of the Auxiliary is to assist the CG as authorized by the Commandant in performing any CG function, power, duty, role, mission, or operation authorized by law."* In addition, the legislation expanded the Commandant's authority to use the Auxiliary to assist other federal agencies, state authorities and local governments in areas other than recreational boating safety. [14 U.S.C. 822]

- b. Established an organizational structure for the Auxiliary and authorized the Commandant to grant the organization and its officers such rights, privileges, powers and duties consistent with Title 14 and other applicable provisions of law. The Commandant is also specifically authorized to delegate authority over the Auxiliary to Auxiliary officers to the extent considered necessary or appropriate for the functioning, organization and internal administration of the Auxiliary. [14 U.S.C. 821(a)]
 - c. Each Auxiliary organizational element and unit, when acting within the scope of assigned responsibilities, is deemed to be a U.S. instrumentality for certain matters related to non-contractual civil liability. While assigned to duty, Auxiliarists are considered to be Federal employees for certain purposes. For example, an Auxiliarist may be entitled to the same legal protection afforded other CG personnel in the event a third party sues the Auxiliarist for claims allegedly arising from acts committed by the Auxiliarist acting within the scope of assigned duties. [14 U.S.C. 823a(a)]
 - d. Clarified Auxiliary vessels, while assigned to authorized CG duty, are deemed to be public vessels of the U.S. and CG vessels, and Auxiliary aircraft, while assigned to authorized duty, are also deemed to be CG aircraft, public vessels of the U.S. and CG vessels. In addition, qualified Auxiliary pilots while assigned to duty are deemed to be CG pilots. All these provisions provide greater liability protection to Auxiliary members while assigned to authorized CG duty. [14 U.S.C. 827 & 828]
 - e. Authorized the Auxiliary National Board and the boards of any Auxiliary district or region to form a corporation under state law in accordance with the policies established by the Commandant. These corporations are not deemed to be Federal instrumentalities. [14 U.S.C. 821(c)]
- 4. Role of the Auxiliary. The Coast Guard is a military service and is a member of the U.S. Armed Forces. However, the CG is also charged with many civil responsibilities in addition to its military missions.
 - a. The Auxiliary is an element of the Coast Guard, which includes active duty, reserve, CG civilian employees, Auxiliarists and retirees.
 - b. In contrast to the active duty and reserve military components, the Auxiliary is specifically declared by statute to be nonmilitary. This

definition puts the Auxiliary's role entirely within the CG's civil function responsibilities. The Auxiliary's role does not extend to any CG military or direct law enforcement missions assigned to active or reserve forces.

- c. The Auxiliary's role is further defined by the Commandant's administrative authority. The Commandant determines how the Auxiliary may assist in performing CG civil missions. The Commandant prescribes Auxiliary training and qualifications necessary to perform this assistance as well as regulating those activities.
 - d. The Auxiliary's role and relationship to other CG elements are defined by statutory law and administrative regulation. Active duty and reserve forces have exclusive responsibility for CG military missions. Active duty, civilian employees, reserve, and Auxiliary members, as specifically directed by the Commandant, perform CG's civil missions.
- 5. Uniforms. Auxiliary members are authorized to wear CG uniforms, with the exception of full and formal dress uniforms. Uniforms shall be worn as prescribed in Coast Guard Uniforms Regulations (COMDTINST M1020.6 (series)) except as noted in Chapter 10 of this manual.
- 6. Grooming. As volunteers, Auxiliarists are not bound by the same military grooming standards of the CG. However, Auxiliarists must respect these standards and strive to not detract from the overall military appearance of CG personnel. Beards are permitted as long as they present a neat and trim appearance. Auxiliarists who desire to wear their hair in a style which is radically different than the CG grooming standards are encouraged to wear the Auxiliary blue blazer outfit instead of the Auxiliary uniform in other than operational situations.
- 7. Customs and Courtesies.
 - a. The Auxiliary is non-military and Auxiliarists hold office instead of rank. However, certain military and civilian customs and courtesies apply to Auxiliarists, especially while uniformed, as follows:
 - (1) Respect for our national traditions.
 - (2) Courtesy aboard U.S. military vessels and aircraft.
 - (3) Respect and courtesy toward the flags, vessels, aircraft, officials and other personnel of all nations.

- (4) Mutual respect and courtesy toward all Team CG members.
- b. Saluting. Saluting is not required by or between Auxiliary members. Saluting is proper courtesy for Auxiliarists when greeting Armed Forces members (to include National Oceanic and Atmospheric Administration (NOAA) and the U.S. Public Health Service (USPHS) uniformed officers, who serve with the Armed Forces). Auxiliarists when out of doors, in uniform and covered, should:
 - (1) As a courtesy, initiate or return a hand salute to Armed Forces officers.
 - (2) Return any and all salutes given.
 - (3) Hand salute the National Ensign when outdoors in uniform and covered:
 - (a) When the flag is raised or lowered at morning or evening colors.
 - (b) When the flag passes in a parade.
 - (c) When the National Anthem or Taps are played.
 - (4) Observe protocol upon boarding and leaving military vessels:
 - (a) When boarding in uniform, stop at the top of the gangway, turn and salute the National Ensign at the stern staff, even if obscured and not visible; then turn and salute the person in charge of the vessel's quarterdeck and verbally request permission to come aboard.
 - (b) When departing in uniform, salute the person in charge of the quarterdeck and verbally request permission to depart. Upon receiving permission, step onto the gangway, turn and salute the National Ensign, then proceed ashore.
 - (c) If not in uniform, follow the above procedures, but do not render salutes.

- (d) The above procedure is followed even when the National Ensign is not flying, such as before morning colors or after evening colors.
- 5. Pledge of Allegiance. When the Pledge of Allegiance is given, Auxiliarists, in uniform or not, should face the National Ensign and stand at attention with their right hand over their heart.
- 6. Ceremonial Posting of Colors. When indoors and in uniform, Auxiliarists should stand at attention facing the National Ensign until the colors are posted.

C. Coast Guard Auxiliary Administration.

- 1. Authority. The overall authority for CG Auxiliary administration is vested by law (Title 14 U.S.C. §821) in the Commandant under the direction of the Secretary of Transportation. To effectively plan, coordinate and carry out the Auxiliary's purposes, an organization of various units and elements, and elected and appointed Auxiliary members (as described in this Manual), is authorized. Auxiliary units are required to implement standing rules to facilitate the conduct of business. The standing rules, however, must not conflict with the provisions of this Manual or any other CG directives.
- 2. Commandant (G-C). The Commandant, as the CG senior officer, is responsible for administering the service in an economical and efficient manner. The Commandant prescribes broad policies for governing the service and directs, supervises, and coordinates service endeavors and performance. The Commandant guides the CG legislative programs and requires compliance with the statutory obligations and requirements imposed. Finally, the Commandant establishes and maintains liaison with other federal government agencies and with the public.
- 3. Commandant (G-O). The Assistant Commandant for Operations has the responsibility to develop, coordinate, and direct the CG operational program. This program includes setting policy, guidance and providing the resources for the conduct of the defense, law enforcement, navigation, search and rescue, and boating safety missions. G-O is also responsible for the operation and support of CG operational facilities on land, at sea and in the air.
- 4. Commandant (G-OC). Under the general direction and supervision of the Assistant Commandant for Operations, the Director of the Operations Capability Directorate is the first level supervisor for the Office of Auxiliary.

5. Commandant (G-OCX). The Chief of the Office of Auxiliary (G-OCX) serves as the Chief Director, Auxiliary and is responsible for Auxiliary administrative and operational controls. The Chief Director shall:
- a. Direct Auxiliary administration within policies established by the Commandant under authority of 14 U.S.C. § 821, *et seq.* (CG Auxiliary).
 - b. Be the Commandant's designated representative to the Auxiliary National Executive Committee (NEXCOM), Auxiliary National Board, and the Auxiliary National Board, Inc.
 - c. In consultation with the National Commodore (NACO), NEXCOM, or Auxiliary National Board, develop and implement policies and procedures which define standards for the development and organization of Auxiliary personnel and programs.
 - d. Develop policies and procedures to define standards which apply in accepting Auxiliary facilities for CG use and in training to qualify Auxiliary personnel before assignment to duties.
 - e. Consult and coordinate with CG program managers to determine requirements for use of Auxiliary resources within the purposes described in Title 14 U.S.C. §822. In consultation with the NEXCOM, develop plans and procedures to achieve and maintain Auxiliary strength characteristics consistent with identified CG requirements.
 - f. Foster cooperation between CG districts and State governmental agencies to facilitate use of Auxiliary facilities and personnel in areas of sole State jurisdiction as authorized in 46 U.S.C. §13109 and 14 U.S.C §141.
 - g. Delegate to Auxiliary officers, such matters necessary or appropriate for Auxiliary functioning, organization and internal administration.
 - h. On behalf of the Commandant, review and approve or disapprove recommendations of the Auxiliary National Board and CG Auxiliary National Board, Inc., which affect official publications, the standing rules and bylaws, awards, uniforms, flags, pennants, burgees and internal matters of the Auxiliary.
 - i. Actively promote Auxiliary interests.

- j. Direct and supervise the Auxiliary Administration Division (G-OCX-1), whose Division Chief shall:
1. Serve as the acting Chief Director during absences of the Chief Director.
 2. Maintain liaison with departments of the Auxiliary National Staff departments in functional areas of public affairs, information and communication services, legal, public education, member training and personnel services. Develop, review and approve all CG policy guidance for administering Auxiliary activities in these areas.
 3. Maintain essential Auxiliary administrative records. Develop user guidelines for use of the Auxiliary Management Information System (AUXMIS) in conjunction with G-S, OSC and G-OCC.
 4. Maintain liaison with the Human Resources (G-W) staff in developing training programs and funding resources under AFC-56 accounts. Develop training criteria for qualifying Auxiliary personnel for assignment to appropriate duties. Coordinate the development, review and approval of all materials used in support of Auxiliary member training, to include electronic and multi-media materials.
 5. Maintain liaison with the Chief Counsel's (G-L) staff to develop policies and procedures for efficient resolution of claims for damages involving Auxiliary facilities or incidents involving death or injury to Auxiliary members.
 6. Maintain liaison with the Civil Rights staff (G-H) to assure policies affecting Auxiliary administration adhere to the CG's civil rights, sexual harassment prevention and diversity training programs.
 7. Oversee Auxiliary National Supply Center (ANSC) management and operation, as well as contracts, budget operations and financial management affecting Auxiliary and G-OCX activities.
 8. Oversee management and operation of the Auxiliary national and district sponsored national schools programs,

as well as any International activity (G-CI liaison) involving Auxiliary resources or personnel.

9. Maintain liaison with the Auxiliary's Legislative Liaison Committee Chairperson. Coordinate contact between the committee and the Congressional Affairs Staff (G-CC) for federal legislative activities. Coordinate contact between the committee and the State Affairs Division (G-OPB-2) for State and local legislative activities.
- k. Direct and supervise the Auxiliary Operations Division (G-OCX-2), whose Division Chief shall:
 - (1) Develop policies which define the standards for assigning Auxiliary personnel and resources to duty.
 - (2) Develop procedures which govern operation of Auxiliary resources.
 - (3) Coordinate with other CG programs on training and certification standards for qualifying Auxiliary personnel and resources for duty.
 - (4) Maintain liaison and coordinate with departments of the Auxiliary National Staff, on policies and procedures which govern Auxiliary resources use in the functional areas of operations, vessel examination, marine safety, environmental protection, and recreational boating safety.
 - (5) Coordinate and assist G-OCX-1 the development, review, and approval of all materials used in member training for Auxiliary operations.
 - (6) Foster cooperation between CG districts and State government agencies to facilitate Auxiliary resource use in areas of sole State jurisdiction as authorized by federal law.
 - (7) Monitor federal and state boating safety equipment requirements to ensure Auxiliary safety check requirements are compatible.
6. District Commander (d). The District Commander is the senior CG officer in a CG district. The District Commander is responsible for the efficient, safe and economical performance of CG duties and the proper use of

assigned personnel and facilities. The District Commander is the Commandant's direct representative in all CG matters within the district.

7. District Chief of Staff (dcs). The District Chief of Staff, under the District Commander's general direction, assists in the general administration and accomplishment of all district activities.
8. Chief, District Operations Division (o). The Chief, District Operations Division functions under the District Commander's general direction via the Chief of Staff to coordinate and direct the district operational program.
9. Director of Auxiliary (oax). The Director of Auxiliary (DIRAUX) is often a function of the Chief, District Operations Division. The Director is charged with the active promotion and administration of Auxiliary affairs in the district and for compliance with instructions and directives governing the Auxiliary organization. As the District Commander's representative in all Auxiliary matters, the Director advises the District Commander on all circumstances and developments of interest as pertains to the program. Specifically, the Director shall:
 - a. In consultation with the District Commodore, District Executive Committee (EXCOM), and/or District Board, develop and cause to be implemented appropriate district policies and procedures.
 - b. Interpret CG administrative and policy guidance to the district Auxiliary membership.
 - c. Administer the enrollment of members and the acceptance of facilities according to the standards prescribed by this Manual and approved local criteria.
 - d. Be responsible for Auxiliary training and coordinate mission specific training with appropriate CG district staff elements and field units.
 - e. Review and approve all Auxiliary unit newsletters and publications as well as all policy and training material published by the district Auxiliary members. The review and clearance of Auxiliary unit newsletters and publications may be delegated to specified Auxiliary officers (DSO-PB/ADSO-PB).
 - f. Plan and assist in the establishment and expansion of the Auxiliary's basic units; advise on matters of program activities and regulations; and encourage uniformity of standards among the various district Auxiliary units.

- g. Work together and maintain liaison with other divisions and branches in the CG district office. Focus particular attention to how Auxiliary members and facilities are being utilized.
 - h. Maintain a system of Auxiliary program record keeping and reports as prescribed by this Manual.
 - i. Establish and advise a District Auxiliary Awards Board for approval of all Auxiliary award recommendations. Provide field and District guidance for Auxiliary award levels for appropriate recognition for Auxiliarists and process all approved awards for suitable presentation.
 - j. Transfer past members' records to the Federal Records Center two years after disenrollment (after checking with the Records Center).
 - k. Be a voting member of the Auxiliary District Board.
 - l. Delegate to Auxiliary officers, such matters deemed necessary or appropriate for the Auxiliary's functioning, organization and internal administration.
 - m. Maintain, as necessary, lists of those members converting to "Retired Status" to insure compliance with current policy.
10. Delegations of Authority. Pursuant to the provisions of 14 U.S.C. Section 821(a), the Commandant has delegated authority for Auxiliary administration to other CG members. In addition, certain authority has been delegated to Auxiliary officers for Auxiliary functioning, organization and internal administration. These delegations and further delegations of authority appear throughout this Manual and may not be further re-delegated unless expressly authorized herein. The rights, privileges, powers and duties granted to the Auxiliary organization, its officers and members appear in the Code of Federal Regulations (CFR), this Manual (AUXMAN) and other specific USCG directives.
11. Director Reports. Directors must submit the following reports to the Chief Director (G-OCX):
- a. Annual schedule of district board meetings with any appropriate updates and changes.
 - b. Minutes of district board meetings.

- c. Annual district directory (with one additional copy to the ANSC).
 - d. Reports of newly chartered or disestablished units.
 - e. Director's newsletters, policy interpretations or handbooks.
 - f. Results of all district elections. (Copy of election results should also be copied to the National Administrative Officer (N-A)).
 - g. Annual report specifying new or non-traditional tasks in which Auxiliarists have been employed or are expected to be employed.
 - h. All major accident or death incidents involving Auxiliary members.
12. Regional/Assistant Directors. In those districts geographically divided into Auxiliary regions, the Regional Director has the same responsibilities and duties as a Director in other districts not divided into regions. Assistant Directors, under the direction and supervision of the Director, assist in Auxiliary administration. Assistant Directors are usually co-located with the Director. However, each can be stationed in a community remote from the district office. In these cases they are called Assistant Directors of Auxiliary (detached) and have the same responsibilities and duties as a Director, if so delegated.

D. Auxiliary Administration.

- 1. Four Levels of Administrative Responsibility. Under CG administration, the Auxiliary membership is organized into four levels of administrative and supervisory responsibility. These levels are flotilla, division, district and national. Each level is discussed in later Manual chapters. Auxiliary officers responsible for unit administration and supervision are elected at each level. These elected Auxiliary officers in turn appoint appropriate staff officers to carry out the various Auxiliary missions.
- 2. Auxiliary Chain of Leadership and Management.
 - a. The four administrative levels are coordinated through an Auxiliary chain of leadership and management. This organizational concept functions where current elected members are responsible to elected members on the next higher administrative level and to all members they represent by virtue of elected office.
 - b. In the Auxiliary, the phrase "chain of leadership and management" describes a system of supervisory authority and responsibility. This "chain" provides an effective and efficient path for

communicating to all organizational levels. The process is best described as "chain of leadership and management" rather than "chain of command" as no military command authority exists.

- c. Auxiliary elected officials must convey policy accurately and consistently to subordinate unit members via the chain of leadership and management. Likewise, all Auxiliarists are expected to use the "chain" for giving and getting information and voicing appropriate concerns. All members should recognize the elected leaders' experience offers the greatest potential to solve problems and most probably contributed to their respective elections.
 - d. When correspondence is submitted via another Auxiliary officer in the "chain", that member is obligated to **rapidly** endorse and forward correspondence appropriately through the chain. Good leadership and management demand proper "channels", except as otherwise provided or directed, for Auxiliarists to follow and to respect. This process assures every activity is well monitored and carried out by the ablest members; prevents confusion and delay of actions; and allows for orderly and courteous flow of information.
 - e. Auxiliary members should keep in mind, through the chain of leadership and management, the Director is a vital source of CG information who provides latest guidance on special projects and routine Auxiliary administration. Auxiliarists must understand the chain of leadership and management and use it in communicating ideas, information, and requests. This process is important for the orderly conduct of organizational activities and is proven to actually speed work results, since many solutions are found **directly** at the flotilla or division leadership level.
3. **Parallel Staffing.** Parallel staffing is a second communications process for appointed staff officers similar to the Auxiliary chain of leadership and management. For day-to-day operations, staff officers must communicate with their counterpart staff members at the next higher or lower organizational level to assure support is provided. For example, the District Public Education Staff Officer (DSO-PE) is expected to "pass the word" concerning Public Education matters to all Division Public Education Staff Officers (SOs-PE) in the district. When there are questions, or a need for additional information, a Flotilla Public Education Staff Officer (FSO-PE) would communicate with the SO-PE.
4. **Areas.** For National administration, the Auxiliary is currently divided into two areas with Atlantic Area to be divided into an Eastern and Western

region on 1 Jan 1999. The Atlantic Area currently includes the First District (Northern and Southern Regions), the Fifth District (Northern and Southern Regions), Seventh District, Eighth District (Eastern, Western Rivers and Coastal Regions), and the Ninth District (Eastern, Central and Western Regions). The Pacific Area includes the Eleventh District (Southern and Northern Regions), Thirteenth District, Fourteenth District and Seventeenth District. Each Auxiliary Area is administered by a National Vice Commodore (NAVCO). Offices designated NAVCO-A(E) and NAVCO-A(W) will be established when the Atlantic Area is divided.

5. Regions. In CG districts with large geographical area or large population concentrations, the Auxiliary administrative responsibility is further divided into regions. For all practical purposes, these regions are organized, administered, and function exactly the same as a district. Specific area and district/regional boundaries, together with a map, are part of Enclosure (1) to this Manual.

E. Auxiliary Leadership and Management as Volunteer Members.

1. Leadership. The Auxiliary, as a civilian volunteer organization, presents unusual leadership and management challenges. There is no authority to "hire and fire" nor any military "command authority". The leader's authority rests on the members' consent and on effective leadership skills. No group, including the Auxiliary, can function effectively without direction and a goal. Chosen leaders must conduct planning, provide coordination, and employ appropriate motivational techniques to attain objectives. In the Auxiliary, most successful leaders are individuals who practice human relations skills. Each leader convinces members to accept personal responsibility for task and mission accomplishment for which the Auxiliarist has volunteered. The skilled leader also knows group achievement is best accomplished by the collective effort of those who experience individual job satisfaction. Elected Auxiliary leaders are also encouraged to seek help from past leaders and their experiences.
2. Established Management Procedures. There are certain established routines which can help Auxiliary unit management. First and foremost is proper planning. The newly elected unit leader should carefully choose a staff, develop a schedule of events and meetings, and establish a budget. The new leader must be thoroughly familiar with Auxiliary and CG manuals governing Auxiliary missions and programs.
 - a. Staff Planning. Staff members, once selected, should be delegated authority commensurate with the task assigned. An early consultation by the elected leadership with staff officers is required in order to coordinate programs, plan public education

and member training classes, public affairs campaigns, and other activities.

- b. Meetings. Adherence to several basic steps can help insure meeting success. The first step is to decide the purpose of the meeting. What is to be accomplished? A written agenda is essential. The time, place, and date must be chosen to best accommodate the members. The meeting should be conducted under the rules of parliamentary procedure (Robert's Rules of Order). Elected members and staff are expected to wear uniforms at business and official meetings. To enhance esprit de corps, members are encouraged to attend meetings in the prescribed uniform or Auxiliary blazer option.
 - c. Guests. At each meeting, an Auxiliarist should be assigned to welcome guests. Senior Auxiliary members and CG personnel should be promptly greeted and introduced, if not generally known. Guests and prospective Auxiliary members should be introduced to the members. Each person should be made to feel welcome.
 - d. Administrative Procedures Guide (COMDTPUB P16791.2 (series)). The Administrative Procedures Guide contains many other ideas and suggestions for successful flotilla administration.
 - e. Division Procedures Guide (COMDTPUB P16791.3 (series)). The Division Procedures Guide contains many other ideas and suggestions for successful division administration.
- 3. The Annual Budget. To plan expenditures properly, every unit should have a clearly established annual budget. An example of a flotilla budget is contained in the Administrative Procedures Guide.
 - 4. Auxiliary Management Information System (AUXMIS). AUXMIS is the acronym for a computer database which contains personal and activity data about Auxiliary members and units. The database functions as a management tool which is only effective when members provide accurate and timely activity input data. Members and staff will find complete descriptions of proper Auxiliary forms which provide AUXMIS input data in the Auxiliary Member Forms Guide (COMDTINST M16790.2 (series)).

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